

Chapter Two

Commerce and Economic Development

2.1 Focus and Purpose of this Chapter

This chapter focuses upon the policies and strategies the American Samoa Government can implement between 2002 and 2005 to induce the development of a healthy economy. It supports the goal of the American Samoa Economic Advisory Commission to “transform the composition of American Samoa’s economy so that the private sector becomes the driving force of a self-sustaining market economy.”

The policies and strategies in this chapter address a broad range of issues in subject areas that economists nominally label as micro- and macroeconomics, i.e., household and small business development, and large-scale economic concerns for Territory-wide employment, market performance and economic growth.

This chapter is not a theoretical discourse on either a microeconomic or macroeconomic theme for Territorial development. Rather, it is a straight forward approach that identifies actions to mitigate the long-standing development problems the Territory has faced for years. Thus, the use of economic terminology has been minimized.

The policies and strategies in this chapter aspire to achieve the following aims or goals:

- a public and private sector partnership that participates in the strategic planning and development of the Territory’s economy and the creation of a vision for the future;
- a reduced dependency upon the canneries, the Federal government and the American Samoa Government for the Territory’s livelihood and a greater reliability upon the private sector to provide for the Territory’s economic welfare;
- a diversified, expanded, transformed and sustainable private sector that provides a

greater share of the Territory’s employment and income in the future;

- an energetic economic development planning campaign undertaken by the American Samoa Government to support development policies, programs and projects to aid growth industries of the private sector;
- the improvement in the levels of human resource skills to support the economy;
- the revitalization of the local sectors of agriculture, fisheries and tourism as important sources of employment and income for the Territory;
- a financially sound and strengthened private sector that can adapt to and accommodate for change in a global economic environment and invest in the Territory’s future; and
- an economy that is market driven and capable of delivering its products, goods and services to local, regional and global markets

2.2 Summary of Principal Policies

2.2.1 Overall Policy of the Commerce and Economic Development Component of the Territorial General Plan

Focus upon creating the capacity within the American Samoa Government and the private sector to develop a dynamic, enterprising and sustainable economy

This mission is supported by policies and strategies in section 2.4 of this chapter. They are briefly outlined on the following page to provide a quick overview of this chapter’s content and strategic direction.

2.2.2 Principal Policies for Economic Development

- **Creating a Vision through Private Sector Partnership**.....create a comprehensive economic planning process with private sector participation and a permanent Economic Advisory Committee for guidance
- **Planning for Economic Development**.....establish an economic planning function for research and analysis, to monitor the state of the economy and formulate economic policy and develop plans
- **Forging Federal Cooperation and Coordination for Economic Achievement**.....develop favorable partnerships and improve cooperation with Federal agencies to find favorable solutions to resolve outstanding policy issues and to gain input into Federal decision making relative to American Samoa
- **Building a Sustained Cannery Presence**.....cooperate with the canneries to sustain high levels of local employment and build bridges to leverage cannery involvement in seeding the economy
- **Improving the Fiscal Management of the American Samoa Government**.....correct the fiscal management problems in government to induce investment capacity within the private sector
- **Shaping Macroeconomic and Microeconomic Policy**.....shape overall economic and fiscal policy for the diversification and expansion of the economy and create small business development programs
- **Acquiring Investment Capacity**.....identify the means and establish the mechanisms to increase the availability of investment capital for the private sector and entrepreneurship in businesses
- **Creating Public and Private Partnerships**.....create formal partnerships between the government and the private sector to plan and take part in urban revitalization programs and commercial projects
- **Developing Marketing Systems and Promotion**.....create a marketing systems to promote American Samoa as a commercial destination and the availability of its goods and services
- **Improving Regional Networks and Cooperation**.....look outward to the Pacific Region for cooperation to maximize the services delivered and to deliver American Samoa services abroad
- **Forming a Skilled Workforce**.....invest in American Samoa's human capital with education skills and training targeted to the requirements of the Territory's present and future economy
- **Financing Adequate Infrastructure**.....identify imaginative financing strategies and change the way the utilities, airports and sea ports do business and acquire facilities to improve their performance
- **Securing Developable Land**.....plan for the day when land is in short supply for commercial growth and find an accommodation between communal land ownership and long-term business requirements
- **Revitalizing Agriculture**.....halt the vicious circle of underdevelopment with an aggressive program to revitalize the Department of Agriculture and agricultural production and sales
- **Upgrading Fisheries Developmental Capacity**.....improve the operating arena of the local fishing industry by providing adequate support facilities and on-shore services

- **Re-inventing Tourism**.....embark upon a new path of planning to accommodate contemporary trends in the visitor industry and repair the long-standing problems identified in the 5-Year Tourism Action Plan
- **Developing e-Commerce Opportunities**.....open up internet based businesses and skilled jobs in American Samoa through specialized infrastructure development and focused training and business support.

2.3 Review of Economic Issues

2.3.1 Economic Vision and Planning

The economy of American Samoa has been sustained during the last two decades without a long-term, comprehensive economic plan to guide government policy or to promote economic development. This circumstance could be attributed to a lack of leadership and motivation to follow through with a comprehensive approach to economic planning. It is the consequence of insufficient financial and technical support to manage an economic development initiative that would have included economic research, analysis, planning and implementation of development.

This circumstance has led to the implication that the American Samoa Government has not had a vision for the Territory's economic future. While a lack of vision may be implied by the absence of comprehensive policy and planning, it can be said that the government had been committed to economic development. For throughout the last several decades the government has been required to maintain an Overall Economic Development Plan. The plan was needed in order to receive funding from the U.S. Economic Development Administration for economic infrastructure development programs and projects. The downside of the plan is that it was oriented toward fulfilling Federal expectations for a plan and not locally inspired.

Fortunately, the Economic Development Commission has recently completed an economic development plan, *Transforming the Economy of American Samoa*. The plan is locally inspired and provides an economic vision with discussions of development issues and proposed economic development policies and strategies. The plan's proposals are supported

in this Territorial General Plan and will greatly benefit the Territory in its quest for assistance.

2.3.2 Planning and Federal Participation

The U.S. Department of the Interior and the U.S. Economic Development Administration have been the principal sources for American Samoa's infrastructure development income. They have provided funds for a variety of projects from seaport planning to industrial park construction. However, these efforts occurred without a strategic or calculated, long-term development policy or plan, and without a coordinated effort to integrate economic development initiatives with the emplacement of infrastructure that would specifically support economic growth.

The lack of comprehensive economic planning may have restricted American Samoa's ability to acquire additional funding from these Federal agencies in the past. However, the level of the Territory's financial awards were not fully determinant of American Samoa's planning, nor was it based upon a condition of Federal inter-agency cooperation and planning for the benefit of American Samoa.

The level of Federal funding for economic development is unpredictable over the long-term because of changes in the Executive Branch, in U.S. Congressional seats, in economic program orientation. Therefore, American Samoa should not base its vision upon a consistent flow of Federal funding or upon consistency in Federal program orientation.

As a strategy to leverage the financial funding the Territory requires for economic infrastructure, the American Samoa Government needs to espouse its vision, expedite its mission, do the essential planning with Federal input, and strengthen its relationship and cooperation with

the Department of the Interior.

American Samoa needs to strengthen its relationship with the Department of the Interior and Federal agencies, because there are essential development issues it cannot solve without their assistance. There are also potential problems on the horizon that could have a distressing impact upon the economy that Washington can have a hand in eliminating.

2.3.3 Dependence on the Base Economy

The economy of American Samoa is mainly driven by two tuna packing canneries, i.e., Star-Kist Samoa and Chicken of the Sea (COS) Samoa Packing, and the American Samoa Government. These three entities comprise the 'base economy.' Together they are estimated to directly and indirectly contribute to over ninety percent of goods and service sold within American Samoa's economy.

Therefore, the base economy is the lifeblood of the Territory. Its direct expenditures and those of its employees, who make up two-thirds of total employment, drive the sales of goods and services within American Samoa's private sector.

2.3.3.1 Canneries and Sustained Presence

Over the last two decades there has been an ever-present presumption that the canneries will reduce their number of employees or leave the Territory. The total loss of nearly five thousand jobs or a substantial portion of cannery employment would result in untold economic losses and hardship. Therefore, there has been significant pressure placed upon the canneries to remain, and the canneries have received sizeable tax incentives to remain in American Samoa.

With gradual removal of the Internal Revenue Section 936 tax credit and the expiration of General Note 3a, that substantially reduce the canneries tax burden, there is increasing concern that the canneries will indeed leave. To this concern must be added the strong competition the canneries face from foreign producers, the possibility that the fishing business will become

less profitable as the fish stock diminishes, and possible competition from the development of a new Star-Kist fish processing facility to begin operation on the nearby island of Savai'i.

Thus the American Samoa Government must begin to prepare for any eventualities that may arise within the tuna packing and pelagic fishing industry to avoid the dire ramifications of a significant change in the base economy.

2.3.3.2 American Samoa Government Financial Management

The financial condition of the American Samoa Government is a deterrent to economic growth within the private sector. The American Samoa Government must correct its chronic financial management problems in order to play a key role in spurring private investment, as the government has run an annual deficit of between seven and twelve million dollars during the 1990s. The deficit has had a profound effect upon the ability of the government to pay its local and off-shore bills and upon the demeanor of the private sector.

The primary problem is a lack of reliable accounting information. This results in an inability to reliably estimate available versus budgeted expenditures. As budgets are overspent during the year, no corrective action is taken until cash shortages reach a crisis point. This situation has drawn strong criticism from the Department of the Interior and a challenge to rectify the financial management system. In mid-2001, an *Initial Fiscal Reform Plan* was submitted to the Secretary of the Department of Interior as American Samoa's remedy. The process to correct the situation will require financial resources and qualified personnel and resolve.

2.3.4 Lack of Private Sector Diversification

American Samoa's private, commercial sector is a fledgling economy, still maturing and awaiting to bustle. The private sector has mainly evolved from the expenditures of the canneries, the government and their employees. Their total employment and expenditures have markedly increased since the early 1970s and have

provided the private sector a financial base upon which to grow.

The private sector presently makes up more than one-third of total Territorial employment. In 1995, the wholesale and retail trade comprised thirty-six percent of total employment. The services, transport and construction sectors comprised twenty-one, eighteen and fourteen percent respectively. Together, the four sectors accounted for ninety percent of private sector employment.

Economists have stated for many years that the Territory's private sector needs to diversify. However, diversification will be a slow process as long as the private sector remains dependent upon the base economy for its input. To spur diversification, there must be alternative demands upon the private sector for goods and services, as well as the economic infrastructure, human capital and entrepreneurial talent to take advantage of the diversification demands. The financial base or financial inputs will of necessity be new money derived from foreign and off-shore sources and from economic activities that have not provided financial inputs up to the scale of their ability in the past, e.g. tourism.

Coincident with this economic development hypothesis, the Economic Development Commission Plan has identified four targeted growth industries that would fill the requirements to diversify the goods and services demands of the private sector. The Plan identifies and supports the development of: fisheries and agriculture; telecommunications and information technology; manufacturing; and the visitor industry. At this time, they appear to offer the greatest opportunities as core industries to 'spin off' diversification.

2.3.5 Development Deficiencies

It will be difficult to diversify and expand American Samoa's economy without having all the necessary resources available to achieve that end. The primary building blocks for economic development are sufficient capital for investment, a skilled labor force, available land and suitable infrastructure. To be more precise in the selection of the type of development envisioned, there must be local knowledge of the economy

and economic trends over time, products or services to be provided, promotion and marketing, communicative and distribution networks, and an entrepreneurial spirit. In the case of American Samoa's fledgling economy, most of these requirements are minimally supplied at best, or missing.

2.3.5.1 Macro- and Microeconomic Policy

The American Samoa Government does not engage a bureau or an office on a full-time basis to focus upon macro- and microeconomic analysis and policy formulation for the purpose of providing an assessment of market conditions or for economic development. Analysis is quite often ad hoc and is initiated on the basis of short-term need. In addition, no annual economic reports on the state of the economy or evaluation of economic sectors is provided. This environment results from the inability to secure qualified individuals to undertake the work and from a lack of commitment to a long-term economic research, analysis and development program.

The collection and analysis of economic data and the development of a Territorial Gross Domestic Product account is an absolute necessity to track and evaluate the economy on a long-term basis. A program to develop the system is under way and in its early stages of formation. Its formation is hindered by the absence of indicative data and the presence of unreliable data that could form the basis of a long-term tracking system of accounts. The issue of an inadequate data supply and unreliable data is one that the official government statistics office has faced for many years in its attempts to establish core statistical series.

2.3.5.2 Investment Capacity

The investment capacity of American Samoa, both from the standpoint of government and private individuals and firms, is problematic. From a deterministic perspective, if a positive attitude toward investment had been present, investment capital would have been readily available or saved, and expansion of the private sector would have occurred. Investment capital would neither be in short supply, nor an issue for

development.

But available investment capital is an issue, because the Territory's businesses do not operate with high profits margins. Businesses are often drained of their profits and investment capacity by a reliance upon imported goods for doing business, poor management practices and demands of family and society. Investment may not be a problem for alien-owned businesses that have established a foothold in American Samoa, have the connections to foreign lenders and investment, and are competing successfully against Samoan-owned businesses to the extent that these businesses are proliferating.

Investment capacity is also discouraged by a limited number of finance institutions and banks with loan policies that often restrict lending, or put a high price on investment capital. The American Samoa Government's investment capacity is relegated to finding Federal grant awards for capital improvements. Its ability to borrow money, as other States and municipalities do, is restricted by political status and unalienable land, and a lack of fiscal measures, e.g. special assessments, dedicated to infrastructure development.

For development and expansion to occur, a change in attitudes about investment in the future and in businesses and facilities must occur for the positive. An attitude change can be promoted through education and business management training. Policies for investment incentives and development initiatives that provide an incentive for investment must follow.

2.3.5.3 Public and Private Partnerships

Public and private partnerships generally imply cooperation among individuals and organizations in the public and private sector to articulate policy and promote business development for mutual benefit. The concept lends itself well to urban planning and renewal programs in that it brings together the two principal players in urban policy formulation and implementation.

Public and private partnerships can take on several forms and are useful tools for urban

revitalization. Organizations are often created to address a single development issue or to carry out a development project. These organizations may also stand as permanent associations prepared to address ongoing issues within specific locations.

American Samoa has not initiated or utilized public and private partnerships under these conditions, although there is ample evidence to suggest that they would be effective tools to revitalize the Territory's deteriorating areas, such as the business district of Fagatogo.

In other cases, public and private partnerships could be developed to create market conditions favorable for the private partner to prosper in a business ventures until the private partner is able to take full control of the venture.

2.3.5.4 Marketing Systems, Promotion and Foreign Investment

The history of American Samoa Government support for initiating and maintaining commercial development principally corresponds to the government's practice of locating available land for developers and granting tax relief or tax incentives to businesses. Although the government had previously distributed investment brochures to advertise the Territory's business assets, the search for foreign investment and the maintenance of a Territorial marketing strategy or system had not been fully activated. The government did not provide stalwart promotion of its development assets.

The Territory needs an energetic marketing strategy and a engaged public and private sector to advertise its products and services and its unique qualities and capabilities, especially within the Pacific Basin and on the Pacific Rim.

2.3.5.5 Regional Networks and Cooperation

American Samoa, and especially the American Samoa Government, needs to strengthen its communication and cooperation between its Pacific neighbors in order to find markets for its goods and services within the Pacific Region, to establish better coordination

with its Pacific neighbors in the movement of goods and people, and to retain efficient, timely and guaranteed air and ocean shipping networks. These are especially important in the development of a visitor industry that requires dependable transportation networks in order to prosper.

Favorable regional cooperation could yield jobs and business for American Samoans. Instead of watching talented people leave the Territory for employment opportunities in the United States or abroad, it would be better to watch talented American Samoans take their talent into the Pacific on a commercial basis, in other words to turn the 'brain drain' into a thriving export trade. American Samoa's economy needs to return income to the Territory from off-shore sources.

2.3.5.6 Workforce Deficiencies

Workforce deficiencies have been identified as a serious deterrent to successful development and maintenance of businesses in American Samoa. Likewise, workforce deficiencies are common throughout the American Samoa Government and lead to poor performance and the inefficient delivery of services. Attitudinal problems and lack of skills or training to adequately perform job tasks are the principal reasons for poor performance.

An educated and skilled workforce is vital to the strength and vitality of the Territory's economy. The problems of workforce deficiency begin in American Samoa's educational system. The American Samoa Community College reports that greater than eighty percent of high school graduates are not sufficiently prepared in English to enter higher education classes. This is a useful descriptive measure of the level at which young adults enter the private sector workforce. Yet, employers need ready access to a productive and reliable labor pool that is well-trained and appropriately skilled to conduct their business.

The Economic Development Commission Plan observes that, "For many who choose to work, they help stimulate the economy by producing, distributing, and acquiring products,

goods, services, and earning and spending wages. However, their efforts are sometimes diminished because many of the workers are: products of the Territory's educational system and are unprepared to make meaningful contributions when entering the workplace; suffer from and are not adequately treated for western and tropical illness and diseases; and observe cultural practices and attitudes that effect their work performance. Such factors often result in outcomes such as losses in production, increases in training costs, problematic customer service and higher unemployment."

Contrary to the issue of being able to find skilled people to work in the private sector, is the problem of the private sector being able to recruit skilled personnel that want to work in the private sector. For the private sector believes it is in direct competition with the American Samoa Government for people with skills who see government service as providing higher wages, better benefits and job security.

These are conditions that must be resolved. The educational system, that is, both the Department of Education and the American Samoa Community College are responsible for preparing students to work in the economy. Fortunately, the educational leadership sees educational preparedness for the economy as their responsibility and it is ready to cooperate in training for private sector employment needs.

However, still to be answered is the question of what job skills will be required for the future. American Samoa's Workforce Development Commission is mandated to find a prescription for future employment, in which the private sector works closely with the Commission to identify the educational needs of the economy.

2.3.5.7 Insufficient Infrastructure

The infrastructure to support economic growth is in place, i.e., roads, power, water, sewers, airports, sea ports, and telecommunications systems. However, only the power and telecommunications systems are fully capable at present to enable economic development. They do not require substantial upgrading to permit immediate economic

initiatives on a large-scale.

The water and sewer systems on the Tafuna Plain are adequate to allow economic development in the Industrial Park, as long as substantial quantities of deliverable water on a daily basis are not required. Thus, the scale of economic development projects is limited by Tutuila's groundwater supply and carrying capacity. A second deterrent to large scale development is the lack of financial resources to provide these expanded services. The current five-year funding cycle allocates all water and sewer improvements for residential coverage in the Tafuna area. If added infrastructure is needed, the developer will most likely be expected to bare a portion or most of the financial burden, unless alternative financing schemes are created.

The road system, and particularly the main highway between the airport and sea port, is congested and in poor condition at places. These conditions make ground transport for businesses inefficient and costly. Furthermore, the condition has been left to fester and short- and long-term remedies have not been addressed.

The Territory's main sea port is already under stress from steadily increasing shipping traffic and demand for storage space that has surpassed its planned throughput capacity. The port lacks sufficient land for operational, stevedoring and container storage activities. As the port is expected to handle fishing, cargo, and cruise ship traffic, its docking space has also become congested. Furthermore, the recently completed *Port Master Plan* has identified ten years of needed construction and repairs costing over twenty million dollars for which the Port will only receive twenty percent of needed funding from the CIP awards. The Port could meet most of these expenditure requirements, if its annual revenues of 4.0 million dollars were not diverted to the government's General Fund.

With the recent upgrading of the Pago Pago International Airport's airfield, the airport is now capable of receiving the largest aircraft for cargo service and visitor traffic. However, improvements to the terminal, hangar and

operations facilities have yet to be done. A slight increase in traffic will not place an undue burden on the airports upgrade scheme, but a rapid increase in air traffic will affect its operational capacity as the terminal and facilities will not handle the throughput efficiently. The Pago Pago International Airport Master Plan Terminal recommends the formulation of an airport authority and an aggressive program or revenue collection to build up airport capacity. Until there is a change in airport authority and financing improvements, the airport will rely upon passenger service charges, which will assist with development costs, but limit the extent of improvements.

Overall, providing the infrastructure to support development becomes a matter of being able to identify financing solutions that have not been utilized by the American Samoa Government in the past. In essence, the annual Capital Improvements Program awards from the Department of the Interior are not sufficient to supply the type of economic infrastructure needed for extensive economic development initiatives.

Furthermore, the *Capital Improvements Program Plan 2002 - 2006* does not allocate funding explicitly for economic development infrastructure that had been identified in a preparatory needs assessment. These included: storage, cooling and freezing facilities for the agriculture and fishing sectors of the economy; improvements to the Senator Inouye Industrial Park; an economic incubator facility; and tourism support facilities.

2.3.5.8 Land and Land Availability

The availability of land for future economic development will be a major obstacle to overcome in an effort to expand development initiatives. The small island setting of the Territory, steep slope topography, unalienable communal lands, population growth and demand for residential communities, plus competition for various land usage, will restrict locations where development is possible.

The Senator Inouye Industrial Park, situated on government land in Tafuna, currently offers

the only practical and environmentally applicable site for future light-industrial and manufacturing activities, and expansion of dense commercial development. This ninety acre site is relatively small for future, continued development. As time passes this site will no longer be available for development. Depletion of available industrial sites will most likely not occur during this plan period, however, the exhaustion of industrial sites will eventually bring communal land ownership and unalienable land into conflict with the need for commercial and economic development to keep pace with population growth.

2.3.6 Underdeveloped Local Sectors

2.3.6.1 Agriculture

It has been estimated that the value of imported food represents ninety-five percent of total food stuffs purchased in American Samoa. This represents a significant outflow of money that could be saved and re-circulated in the economy if the purchases were for local agricultural products.

The Department of Agriculture believes it is possible to change consumption habits and substitute local agriculture produce for imported goods. However, it realizes it is fighting an up-hill battle. Support for re-inventing agriculture as a viable economic development industry and as a means to preserve the health of the society does not appear strong. Commercial agriculture suffers for all the reasons written in this review thus far, and more. Fundamentally, agriculture has not been able to draw the political backing and local funding necessary for research and development. Farmer's do not generally have access to investment capital. There is a lack of training for farmers to help them maintain their farms and to expand their farms. The farmers do not have access to supply systems in order to purchase more effectively and less expensively and marketing systems to promote their products and receive adequate profits. Their farms are small, therefore, they cannot operate with economies of scale. Crop disease and pests often require high priced chemicals for eradication. The soils and climate dictate a narrow range of produce that can be cultivated and farms are limited in the area of land available

for crop production.

Agriculture is caught up in a vicious cycle of underdevelopment. Over the next several years, there must be a means found to increase agricultural production and sales, to reduce the dependence upon imported products by local residents, and to open up new markets. Linkages, for example, with the visitor industry represent a symbiotic relationship that would benefit and help expand both economic sectors.

2.3.6.2 Fisheries Limited by Resources

Fisheries in American Samoa is a broad based activity involving fishermen, using flat-bed, 'alia' boats under thirty feet in length, that are active in both subsistence and commercial activities. They take reef, bottom and pelagic fish. Fishing is also a big business for a few, large, single-hauled boats that fish for tuna off-shore to sell to the canneries.

(This narrative discusses locally-owned and operated boats and does not include the fishing activities of foreign-owned or U.S. or Hawaii based boats that supply the canneries with fish for processing)

Both types of fishing activities are expanding. The expansion has been deemed a positive economic development objective for some time, but now the expansion could signal trouble for the fishing industry and for the preservation of the fish stock. The reef and nearshore fish stock are a subject of concern. There is evidence of over-fishing in some. Without proper monitoring and restrictions in the amount of fish taken, continued subsistence and commercial fishing to supply the Territory's increasing population could spell an ecological and economic misfortune.

With respect to off-shore commercial fishing for pelagic fish, i.e., tuna, the Western Pacific Fisheries Management Council recommended in August 2000 that the National Marine Fisheries Service implement emergency regulations to stop U.S. longline vessels over fifty feet in length from fishing within fifty nautical miles of American Samoa. The moratorium is meant to safeguard the Territory's stock of pelagic fish. The moratorium also takes place at a time when marine scientists are calling for restrictions on

the take of yellow fin and bigeye tuna in Pacific waters until the uncertainty in current stocks is assessed and resolved.

These scientific concerns are bolstered by evidence of a gradual decline in the number of fish taken by longline hook and smaller, younger fish taken by net. This does not bode well for long-term maintenance of the fishing industry. Both American Samoa's and the Independent State of Samoa's local fishing industry have expanded markedly within the last several years. Several hundreds of alias, and now larger alias in the forty to fifty foot class, are fishing offshore for albacore in both countries to supply the tuna canneries.

If scientists are correct and the carrying capacity of some species of commercial, pelagic fish stock have been reached or broached, the expansion of commercial fishing in American Samoa's waters may also be threatening the long-term sustainability of the fish population and of the commercial fishing industry.

2.3.6.3 The Visitor Industry and Tourism

In the mid-1970s, when more than 35,000 tourists visited American Samoa, tourism development looked like a winning strategy to bring outside income and wealth to the Territory. However, by 1980 that dream must have faded, as visitor arrivals fell back to the late 1960s level at one-third the number of 1974 tourists. Since then tourism has gradually declined to the point when in 1997 only about 4,500 people came to American Samoa as tourists.

Accompanying the decline in tourist numbers has been the decline and dilapidation of visitor industry infrastructure of which the gradual deterioration of the Rainmaker Hotel is the most notable phenomenon. But the problems are not just facility related, the *5-Year Tourism Action Plan*, formulated by the Tourism Task Force in 1994, summed up the problems areas as being:

- lack of adequate accommodations;
- untimely, inadequate air transportation;
- inadequate support services;
- minimal attractions;
- lack of development incentives;

- lack of funding and financing;
- lack of professional marketing and promotion;
- lack of linkages and regional cooperation; and
- poor implementation and monitoring of tourism development by the government.

The findings of the *5-Year Tourism Action Plan* sum up contemporary problems as well. The issues of October 1994 still stand, however, there are more problems. Given that the visitor industry has declined so severely, there is some doubt whether there is support, an entrepreneurial spirit, and drive for an industry comeback. Bringing the visitor industry back will require a combination of forces and linkages working at a common direction.

2.3.7 Manu'a Islands Economic Development

The Manu'a Islands are at a critical point in time and characterize a difficult development dilemma. The population of the islands of Ofu, Olosega and Ta'u has decreased by over fifty percent since 1950, the census year with the highest recorded population. The Census 2000 data is not available for discrete analysis, but it is believed that families are leaving the Manu'a Islands in order to find better employment opportunities on Tutuila and for the children to advantage of more educational opportunities. As a consequence, there were 1,379 permanent residents on the islands as of April 2000.

A Manu'a Economic Development and Environmental Management Plan was completed in 1987. The plan was not implemented because the destructive hurricanes of 1987, 1990 and 1991 drew attention away from putting the plan into action. The Manu'a plan focused upon agriculture, fisheries and tourism as the primary targets for development.

The development milieu of the Manu'a Islands has not changed much over fifteen years. Subsistence agriculture is still practiced, there are a few tourists that visit the islands per month, and the reefs are still productive, but sensitive to over-fishing.

Since 1987, the development dilemma has become more critical. The problem has become a question of benefits versus costs and who and what should be the benefactor of planning for the islands. As the population decreases and ages, there will be people to carry the torch for economic development, and perhaps fewer capable people able to do so.

2.4 Policies and Strategies for Commercial and Economic Development

The policies and strategies that follow are organized by and address the principal issues identified in the previous section. The issues have been identified through two primary sources, the Territorial General Plan formulation process, and the American Samoa Economic Advisory Commission. The policies and strategies are amalgamated in this section and reflect the recommendations of both sources.

2.4.1 Vision via Economic Planning

2.4.1.1 Participation in Economic Planning

Issue

There has not been a comprehensive economic planning process in recent years, or a representative planning body dedicated to formulating economic development that included the private sector as a participating partner in policy formulation.

Participation in Economic Planning Policy

Establish an economic planning process in conjunction with the formulation and implementation of a comprehensive Territory-wide planning process that includes individual and private sector participation on boards or commissions answerable to authority at the highest level of government

Strategies

prepare an advisory paper for presentation to the Territorial Planning Commission consistent with the framework and the will of the American Samoa Economic Advisory Commission to recommend the formulation of an Economic Advisory Council as a permanent advisory board to the Territorial Planning Commission that will provide overall economic policy direction, steer the government in its economic policies and programs, and review and recommend economic policy and development plans

identify and design an appropriate comprehensive economic planning process that includes the input and participation of appropriate American Samoa Government agencies, the private sector and individuals; and include the process in the overall planning activities of the Territorial Planning Commission with the Economic Advisory Council as the oversight body

identify the human and financial resources required to establish, implement and maintain an economic planning process, and: 1) lobby the Legislature for supplemental funding; 2) apply for sub-grants under the Community Services Block Grant Program using community revitalization as a goal; and 3) apply to the Economic Development Administration and the Department of the Interior for planning and technical assistance to initiate the program

recommend the creation of a Business Round Table, composed of business leaders from the Territory and representatives of influential commercial domestic and international corporations, to meet regularly and provide advice to the Economic Development Advisory Committee, and to boost cooperation of the private sector with the American Samoa Government in its efforts to collect economic information, analyze the state of the economy, and provide technical to small businesses.

Responsibility

GOV
 TPC
 DOC

Participants

DLA
 Fono
 DLG
 Chamber

Reference

AS Economic
 Advisory
 Commission

2.4.1.2 Comprehensive Economic Planning

Issue

The most recent comprehensive economic development plan for American Samoa was written in the late 1970s. Over the last two decades an Overall Economic Development Plan (now the Comprehensive Economic Development Strategy) had been required by the Economic Development Administration in order for the Territory to receive EDA funding. These plans were not fully comprehensive in scope and primarily suited the plan requirements of the donor.

Comprehensive Economic Planning Policy

Create the capacity of the American Samoa Government to contribute to the overall economic development of the Territory by creation of an economic planning unit staffed by qualified planners to implement a comprehensive economic planning program

Strategies

assess the scope of the Territory's economic planning needs that have been documented by the American Samoa Economic Advisory Commission and identify the types of professional expertise required to carry out the recommendations of the Commission

recruit economists and regional planners with economic planning, program and project planning experience with expertise in the areas needed to lead and coordinate economic and community development planning

utilize the economic planning process created under the supervision of the Territorial Planning Commission to carry out comprehensive economic planning

coordinate the economic research and analysis required of the planning with the Economic and Research Branch of the Planning Division, created to fill the need for macroeconomic and microeconomic analysis and policy determination

formulate a Five-Year Economic Development Plan consistent with the policies of the Territorial General plan and the recommendations of the American Samoa Economic Advisory Commission

carry out planning for targeted sectors of the economy after completion of the Five-Year Economic Development Plan as identified in subsequent sections of this Territorial General Plan and for the targeted growth industries as recommended by the American Samoa Economic Advisory Commission

initiate, formulate and complete the Manu'a Economic Development and Environmental Management Plan Update as a response to the needs of the

Responsibility

TPC/EAC
DOC

Participants

DLG
Chamber
Round Table

Reference

AS Economic
Advisory
Commission
2001

2.4.2 Federal Cooperation and Coordination Toward Economic Achievement

2.4.2.1 Policy Coordination with Federal Agencies

Issue

American Samoa needs to have a better working relationship with Federal agencies and the Department of the Interior and to develop favorable partnerships and arrangements in order to have greater input into Federal decision making relative to the needs of American Samoa and the development of its economy.

Policy Coordination with Federal Agencies Policy

Achieve better communication and cooperation between the American Samoa Government, U. S. Federal agencies and the U.S. Department of the Interior in order to resolve concerns and to harmonize policy and programs that would affect the development of the Territory and its economy

Strategies

strengthen the capabilities and capacity of the Office of Federal Programs to communicate and negotiate with Federal agencies by employing qualified legal staff to undertake negotiations relative to the Territory's development policy between the American Samoa Government and the Federal agencies

establish a Federal Task Force that includes high-level government officials from appropriate Federal government agencies and the American Samoa Government and private sector to cooperate in resolving outstanding Federal and Territorial concerns and issues that would hinder the development of the economy

utilize the high level Federal agency - American Samoa Government Task Force to promote cooperation and coordination between the governments to harmonize policy and focus U.S. Federal assistance and resources to positively affect the overall character of development and growth of the economy

build up the capacity of the Office of Federal Programs to communicate and cooperate with, to assist, and to forge a better a better working partnership with American Samoa's Office of Insular Affairs Representative for the Department of the Interior, so that: the Representative can be a more visible advocate for American Samoa and its private sector; and that existing and potential policy, laws, rules and regulations which impact American Samoa's economic sectors, i.e., transportation, technology, telecommunications,

Responsibility

GOV
OFP

Participants

DLA
DOI/OIA

Reference

AS Economic
Advisory
Commission
2001

2.4.2.2 Cooperation with Federal Agencies for Development

Issue

American Samoa needs to improve its association and cooperation with Federal agencies in order to find favorable solutions to resolve outstanding policy issues that presently impede or could impede the economic development of the Territory in the future.

Cooperation with Federal Agencies for Development Policy

Foster an understanding among Federal agencies of American Samoa's development dilemmas, and promote the need to remove impediments to the Territory's economic development that may arise from laws and regulations discriminatory to Territory through communication and negotiation

Strategies

seek and secure a favorable ruling from the U.S. Department of Transportation what would exempt American Samoa from or offer relief regarding cabotage statutes and other aviation policies, regulations, and decisions that adversely affect American Samoa's ability to increase tourism development or the efficient delivery of cargo by aircraft

seek and secure from the U.S. Department of the Treasury a favorable and innovative solution to the problems created by the elimination of Section 936 of the Internal Revenue Code and General Note 3(a)

seek and secure from the U.S. Department of the Treasury a package of tariff and trade incentives to entice potential entrepreneurs to invest and conduct business in American Samoa

seek and secure more favorable terms regarding the application of the minimum wage rates with the Department of Labor

negotiate with Federal agencies to secure agreements that exempt or offer relief from Federal matching requirements

communicate and develop a better relationship with the Department of State in order to create the conditions in which American Samoa Government is better able to compete in global markets

improve the potential for receiving additional Department of the Interior awards for economic development by applying and adhering to the Fiscal Reform Plan

launch a campaign to secure supplemental U. S. Congressional funding for an integrated economic and infrastructure development program, grounded upon a development plan, that will positively impact the potential for economic growth

Responsibility

GOV
OFP

Participants

DOC
DLA

Reference

AS Economic
Advisory
Commission
2001

2.4.3 Developing a Cannery Presence

Issue

The canneries play an important role in the maintenance and growth of the local private sector. The concern that the canneries will release a large proportion of its workforce due to financial problems, or the canneries will shut down has been ever-present. While the concern exist, the government and the canneries appear to been adversaries rather than partners in the development of the Territory's economy.

Cannery Cooperation for Development

Establish a dialogue between the canneries and the American Samoa Government to help retain the canneries, to leverage the support of the canneries in developing the economy, and to assist with developing private sector opportunities for American Samoa's enterprises

Strategies

communicate with canneries executives to develop a better relationship leading to the creation of consultation and working partnerships to avoid confrontation and to develop strategies for retaining the canneries

assign cannery membership to the Economic Advisory Council of the Territorial General Plan and to the Business Roundtable to bring cannery activities into the overall planning scheme of the Territory

employ a consultant to analyze the state of the off-shore fishing industry and to identify the global and regional economic and ecological factors that drive the fishing industry or that could negatively affect the American Samoa economy

assign an economist to monitor the global, regional, Independent State of Samoa, and local off-shore fishing industry to keep abreast of economic trends

work with the U.S. Department of the Treasury to find alternative solutions to the curtailment of Section 936 tax credits which assist to retain the canneries

employ a consultant to identify the potential commercial or industrial usage opportunities for vacant cannery facilities and land in case of cannery pull-out

develop a 'rapid replacement' strategic plan to locate and seat replacement industries in case of cannery pull-out

consult with the canneries to identify how the canneries can assist with the development of the local private sector and jump-start business activities which would also benefit the canneries

Responsibility

GOV
DOC
TPC-EAC

Participants

Canneries
DMWR

Reference(s)

AS Economic
Advisory
Commission
2001

COS Samoa
Packing Co.
October 2001

2.4.4 Government Fiscal Management

Issue

The financial management difficulties of the American Samoa Government has left budget overruns and deficits in excess of five million dollars per year. The deficits and the inability of the government to pay its local debts have hindered the growth of the private sector and created a lack of confidence in the government to manage its affairs and to spur the growth of the economy.

Fiscal Reform and Fiscal Management Policy

Improve the fiscal management of the American Samoa Government by transforming the budgeting, collection and expenditures process to respond to performance budgeting and fiscal controls that yield annual balanced budgets

Strategies

adopt a budget law that requires the Treasurer to submit actual revenue estimates to the Budget Office; that restricts expenditures to not more than previous year revenue collections; and establishes a budget control system

provide dedicated staff, financial backing and authority to carry out fiscal reform

develop performance budgeting procedures in combination with the government's performance management of Federal grants and local programs

provide training and orientation to top leadership in the concept of performance budgeting, then to middle management of all fiscal management agencies

establish suitable balanced budget and budgeting procedures in line with the performance budgeting practices

recruit qualified personnel to augment the Treasury and Budget Office staffs to abide by and implement performance budgeting

identify and secure the proper computers and software to maintain a reliable accounting system

produce an audited Annual Financial Report, regular monthly reports for departments, and quarterly interim reports for management

identify and implement a wide range of cost control measures applicable to various programs to bring expenditures in line with budgets

implement rates and fees studies to set realistic revenue levels in line with

Responsibility

GOV
TOFR
DT
DPPB

Participants

DHR

Reference

Initial Fiscal Reform Plan
TOFR
2001

2.4.5 Macroeconomic and Microeconomic Policy

2.4.5.1 Macroeconomic Policy - Broad Economic Policy

2.4.5.1.1 Economic Research and Analysis Capacity

Issue

The American Samoa Government does not have an economic research and analysis office with an economic analysis and development mission. Consequently, it lacks the ability to adequately analyze the state of the economy and to provide economic analysis and advice to decision makers.

Economic Research and Analysis Policy

Establish the capability within the American Samoa Government to undertake economic research and analysis to monitor the state of the economy, to provide up-to-date analysis of economic circumstances and formulate economic policy and develop economic plans

Strategies

establish a research and economic analysis function within the Division of Planning of the Department of Commerce and recruit development economists to lead the collection and analysis of economic data and hire sufficient clerical staff to assist with research functions

maintain the process of development of the Territorial Income and Product Accounts (ASIPA) in order to provide input into the economic planning effort and monitor trends in the American Samoa economy

establish a research agenda that includes the collection of a broad range of economic data that can be used for annual series analysis and publication in an annual report

develop and collect information on the income and expenditures of benchmark economic activities (businesses) on a quarterly basis to track short-term trends in the local economy

set up a minor Input - Output Model for the Territorial economy to understand the impacts of change in one sector upon other sectors

establish an annual survey of employment, unemployment, and private sector labor and skills, plus workforce demands in conjunction with the requirements of the Workforce Development Commission

create and publish an Annual Economic Report based upon the information collected from macro and microeconomic economic analysis of the Territory's economic sector and the ASIPA

Responsibility

GOV
DOC

Participants

DPPB
TPC

Reference(s)

AS Economic
Advisory
Commission
2001

Workforce
Development
Plan
2000

2.4.5.1.2 Macroeconomic Policy Initiatives

Issue

The American Samoa Government lacks an overall economic planning function and permanent qualified staff to develop macroeconomic policy for a broad range of economic development issues. Furthermore, it lacks qualified economists and policy planners to guide the government in its fiscal policy and management, an area of substantial concern for the Territory's future.

Macroeconomic Policy

Support the recruitment of qualified development economists with expertise in economic development planning and fiscal policy analysis to carry out macroeconomic analysis and to guide economic policy

Strategies: Fiscal Policy

assess the impact of excise tax exemptions and the recovery of excise taxes upon government revenues and recommend appropriate policies

assess the potential of enabling a gross sales taxes on goods and services upon the Territory's economy and recommend appropriate tax policies and strategies

assess the efficacy of granting tax relief to businesses and establish policies for granting tax relief to seed commercial and industrial development

assess the government's importation policy and customs/tariffs fees and define appropriate levels

study the impact on the Territory's economy, society and natural environment from importation of inferior goods and or particular classes of goods and recommend changes to the customs restrictions and tariff fees

evaluate the Territory's income tax policies relative to the Territory's reliance upon the U.S. Internal Revenue Service for rates and the Territory's minimum income tax and recommend changes commensurate with the need to balance the budget and grow the economy

maintain an annual assessment of the minimum wage as it impacts the canneries interest in remaining in American Samoa and the government and private sector's ability to meet the demands of an increased wage rate

do rate studies for all authorities, utilities and operating funds to recommend charges and fees at a level to recover costs

study the need for additional taxes, or an increase of taxes, to recover costs of operating government, but also for the impact upon the private sector of the increased cost of doing business

Responsibility
 DOC

Participants
 TOFR
 DPPB
 TP

Reference
 Initial Fiscal Reform Plan
 TOFR
 2001

Strategies: Non-Fiscal Policy

assess the benefits and costs of maintaining specific government functions and evaluate the restructuring of government operations and enterprises to render better service to the public

evaluate the benefits and costs of moving from a permanent employee structure within government to a contract based system

assess the benefits and costs of converting the Department of Port Administration, i.e. the seaports and airports, to fully independent authority that can retain all of its revenue

evaluate the fee structure for government services, including recreational activities like the golf course, and recommend fee structures in line with the costs of operations

cooperate with the Office of Petroleum Management to study the potential impact upon the economy of significant changes and costs in the Territory's regular fuel supply

cooperate with the Territorial Energy Office to identify reasonable alternative measures to reduce the Territory's dependence upon fossil fuels for energy

Responsibility
DOC

Participants
DT
DHR
DPPB
DPA
TEO
OPM

* Section revised [1/27/04 - DOCcjs]

2.4.5.2 Microeconomic Policy- Small Business Development

Issue

The funding by the American Samoa Government and supplemental funding from Federal sources has not been sufficient to support an effective economic development function and efforts to increase growth of small businesses in the private sector. A broad range of potential strategies and opportunities for small business development have not been utilized in the past.

The lack of qualified personnel to research and follow up on various funding and technical assistance programs has meant that the Territory has not fully taken advantage of its available opportunities for promotion of economic and small business development.

**Small Business
Development
Policy**

Promote the creation and expansion of small businesses through innovative and proven economic development strategies, programs and packages targeted to commercial activities that accord the greatest benefits to the Territory

Strategies: Programs

increase the capability of the Department of Commerce, Economic Development Division, to undertake small business development by recruiting small business development specialists

formulate a 'Small Business Development Action Plan' to identify how the Department of Commerce and the American Samoa Government will aid in the development of the private sector's small businesses

set up a 'Small Business Innovation Research Program' to identify sources of funding, technical assistance, commercial opportunities and newly developing sectors and activities in the global economy that would be suitable for the Territory's economy

create a 'One-Stop Shop' ostensibly administered by the Department of Commerce at a central location to aid in the dissemination of small business development information and to provide for rapid processing of licenses and permits

utilize an existing facility or construct a new facility to serve as small business 'incubator' in the Senator Inouye Industrial Park to locate promising, small, fledgling businesses and provide them with below-market rental rates and low-cost utilities for their initial business start

promote and enhance small business training programs at the American Samoa Community College by assisting with locating supplemental funding and supporting the expansion of the curriculum and recruitment of qualified trainers

Responsibility
DOC

Participants
ASCC
GOV

Strategies: Small Business Policy

identify and recommend policies that create a favorable economic environment for business development

review the business and corporate operating laws and regulations of the Territory and recommend changes to enhance local business creation and expansion, and to create a regulatory environment that fosters fair competition

identify business development incentives that will encourage local business people to diversify their base of business activities

evaluate Federal regulations relative to business and corporate activities of American Samoa and recommend actions to mitigate laws and regulations that put American Samoa's businesses at a disadvantage.

identify under-utilized Federal programs and legislation that support community and economic development and recommend actions to utilize the

Responsibility
DOC

Participants
ASCC
GOV
OFF
DLA
DOI

Reference
AS Economic
Advisory
Commission
2001

2.4.6 Acquiring Investment Capacity

Issue

Economic development and the expansion of the economy's private sector requires a constant supply of financial capital. However, the ability to generate or raise investment capital is problematic. "It remains one of the Territory's greatest challenges to developing a "self-sustaining" economy. The Territory's businesses are hindered by a limited number of financial and lending institutions and often prohibitively high interest rates or unfavorable lending terms.

Financial Investment Policy

Look for new and innovative methods to acquire financial capital to support private sector economic development and continue to look for ways to improve the prospects for acquiring investment capital from traditional sources

Strategies

employ a business development specialist with knowledge of the financial investment market and the experience to search for and identify alternative sources of private sector and Federal government investment programs and financing arrangements that would be applicable to American Samoa

establish an 'Investment in the Private Sector' business office and utilize the business development specialist to make contacts with financial underwriters, venture capital firms, and investment bankers to arrange financing options on behalf of local business

utilize the business development specialist to conduct workshops and public meetings to inform the business community on the array of financing programs, sources and options available, for identifying and coordinating private placements, to provide individualized counseling to business owners, and to walk businesses through applications for applicable Federal capital investment

explore the potential for developing a New Venture Fund, comprised of local investors interesting in financing new promising business ventures and the potential for utilizing off-shore venture capital and 'underwriting syndicates'

develop a favorable regulatory environment, in conjunction with the local banks, that would permit a loosening of limitations and criteria for local lending

investigate Certificates of Participation (COPs) with the government as a means for private sector businesses to minimize and share investments

explore 'trade credit' as short-term loans to business, bond financing and 'zero coupon bond financing', and the issuance of common stock by established businesses to raise capital expand business

Responsibility

GOV
DOC

Participants

DLA
DT

Reference

AS Economic
Advisory
Commission
2001

2.4.7 Creating Public and Private Partnerships

Issue

Public and private partnerships are not a common undertaking in American Samoa. In general the government has not possessed the capability or the expertise to set up public and private partnerships in the commercial sector. However, given the unusual development dilemma of American Samoa, the 'free market mechanism' has not been effective in transforming the private sector so that it earns a greater share of the Territory's income. Thus, the government needs to put greater emphasis in helping the private sector plan, seed and manage commercial activities to the point where the private sector can assume full responsibility for its corporate activities.

Public and Private Partnerships Policy

Promote the creation of alliances between the public and private sector in order to communicate and work for common benefit, to cooperate in the formulation of long-term goals, and coordinate economic development activities

Strategies

establish a regular liaison between the Business Roundtable and the American Samoa Chamber of Commerce to maintain communication and develop the cooperation necessary for the government to aid the wishes of the private sector

utilize the Economic Advisory Council as the conduit to the private sector to ascertain the goals of the private sector and to the Business Roundtable and Chamber of Commerce to advise on the formulation of economic policy, programs and plans

utilize the Business Roundtable and the Chamber of Commerce to assist the government obtain information from the private sector that it needs for economic analysis and to develop responsive policies for the private sector's benefit

create public and private sector commercial partnerships in which the government will become a full partner with a commercial business in the development of a promising commercial venture to influence the development of a commercial sector, but later devolve itself of ownership as the venture gets on its feet. Proposed ventures are:

Fagatogo village architectural and business revitalization program utilizing Community Development Block Grant funding

Fisheries development projects requiring fish processing facilities utilizing U.S. Economic Development Administration seed funds

Fisheries cold storage and marina development projects utilizing several

Responsibility

GOV
DOC

Participants

DLA
Business

Reference

AS Economic
Advisory
Commission
2001

2.4.8 Developing Marketing Systems and Promotion

Issue

While the American Samoa Government has put funding and human resources to work at marketing the Territory, the efforts have not produced sufficient results. Marketing and promotion resources have been inconsistently committed over time and without a long-term perspective or guidance from a formal body, or Marketing Board, as often found in other States or municipalities.

Developing a Marketing Strategy Policy

Establish a marketing and promotion system and strategy to advertise American Samoa as an fitting site for commercial and industrial development, as a gateway for products to U.S. markets and as an excellent centralized location in the Pacific for regional activities

Strategies

employ a consultant to assess American Samoa's marketing and promotion needs and to provide advice about and a plan for setting up a marketing and promotion program within the Department of Commerce

identify the financial and human resources required, seek funding and budget for the program

employ a qualified marketing manager to set up the Marketing Division within the Department of Commerce and implement the first stages of the consultants recommended plan

establish a Marketing Board, comprised of business people from the tourism, manufacturing and commercial sectors, plus government officials as members to guide policy formulation

utilize the Marketing Officer to guide the overall marketing program for the Office of Tourism and the Economic Development Division with cooperation and coordination among the divisions

utilize the Marketing Office to develop and maximize the use of the department's and government's Internet website for advertising American Samoa's commercial and industrial development capacity

replace "American Samoa, Your Crossroad for Investment in the New Pacific" with a set of promotion brochures, also available on the Internet

work with the Governor's Office and the Divisions of the Department of Commerce to promote American Samoa as a excellent central point for tele-communications, for cooperation and coordination of activities in the Pacific Region

Responsibility

GOV
DOC

Participants

Chamber of
Commerce

2.4.9 Improving Regional Networks and Cooperation

Issue

American Samoa's status as a territory of the United States limits the Territory's government and private sector from taking advantage of cooperation and coordination on a global and regional basis. As a result American Samoa has not had the kind of exposure it requires to improve the prospects for economic development that independent countries of the Pacific Region have received through bi-lateral, international and regional cooperation and programs.

Regional Cooperation and Coordination Policy

Improve American Samoa's capacity to foster economic growth and development by networking with organizations of common interest, by maintenance of membership in regional organizations that promote cooperation and development, and by building upon bi-lateral and regional communication

Strategies

maintain communication and network with the departments of the University of Hawaii, its Business School, the Social Science Research Institute and the East West Center to take advantage of technical assistance to government agencies and the private sector

maintain an active reconnaissance of the activities of the United Nations Development Programme, the World Bank, and the Asian Development Bank to acquire information and reports about their economic development initiatives and technical assistance programs in the Pacific Region

improve bi-lateral relationships with representatives of New Zealand, Australia and the European Union in order to obtain information about their development assistance programs and initiatives in the Pacific Region

maintain access to the South Pacific Commission and South Pacific Regional Environmental Programme resource development and training programs

continue to network with the Pacific Basin Development Council and the Western Pacific Regional Fisheries Management Council for economic development assistance

maintain membership in the South Pacific Tourism Association and maintain communication with regional airline executives

identify the kinds of relationships the business community has with its corporate friends throughout the Pacific region, the types of products purchased and the potential types of products sought from Pacific Region traders

develop a Regional Cooperation and Business Development Plan to identify how to best take advantage of economic development resources and initiatives

Responsibility
DOC

Participants
GOV
TPC-EAC
Round Table

2.4.10 Forming a Skilled Workforce

Issue

The American Samoa economy is both a contributor to and a victim of a workforce with limited skills and training. It is an economy that relies upon a large proportion of under-skilled workers and does not offer enough employment to well-educated people. Thus, American Samoa's economy is not competitive with the U.S. Mainland, Hawaii, or the U.S. Military for providing well-paying jobs. In order to reverse the 'brain drain,' the economy must diversify and be able to offer work to skilled individuals, while skilled individuals must be on-hand to provide the technical support for economic growth.

Workforce Development Policy

Aid the growth of the economy by providing a trained workforce that is consistent with the needs of the government and private sector and identify and assist with the emergence of skilled American Samoan personnel in key and potential developing sectors that will contribute to the expansion of development throughout the economy

Strategies

develop a clear understanding of the future workforce needs of the economy by evaluating employment sector activities (requires the completion of an economic development plan with likely development scenarios by sector for the future) and workforce surveys to define present employment conditions

identify the potential types and numbers of employees and skills required by the economic sector to fulfill the employment requirements of the economy

adjust the high school curriculum to accommodate for the future economy's need for specific types of low-skilled jobs

formulate a higher education curriculum at the American Samoa Community College to target skills training for the expected demands of the economy

develop a business management program at the American Samoa Community College to mirror the private sector management needs of a future economy

expand the English as a Second Language (ESL) program to upgrade the skills of post-secondary school graduates and school leavers to improve the efficiency of the private sector

expand the Adult Education Program to provide access to literacy, education and workforce skills necessary for the economy

assure that the Labor Market Information System (LMI), started by the Workforce Development Commission, accommodates employer and employee needs

Responsibility

GOV
DHR
DOC
ASCC

Participants

Chamber
DOE
DPPB

Reference

Workforce Development Commission Plan 2000

2.4.11 Furnishing Adequate Infrastructure

Issue

American Samoa's basic infrastructure is in-place, however, not all infrastructure is fully capable of supporting a rapid expansion of the private sector and the services it requires. In order to bring the infrastructure, i.e., the main seaport, the airports, roads, water and sewer systems, up to standards, there needs to be a three- to four-fold annual increase in funding to improve and expand the systems. To date, the primary funding has come from the Department of the Interior.

Financing Adequate Infrastructure Policy

Look for additional funding to finance the development and improvement of the Territory's infrastructure by identifying imaginative financing strategies and by securing supplemental funding from traditional governmental sources as well as from conventional financing sources

Strategies

explore the potential for issuance of 'public enterprise revenue bonds' to finance facilities for revenue-producing public enterprises paid solely from a special fund consisting of the revenues generated by the facility being financed

investigate a 'Joint Powers Agreement' between ASPA, ASTCA and Port (after it is made an enterprise authority) where public agencies or enterprise funds can create a joint powers authority to issue revenue bonds

identify 'special taxes' options in which a special tax can be levied to fund a particular activity or facilities and services in a localized district

explore the use of 'special assessments' to finance the installation of a public facility for a specific private function, and for construction, improvement, or maintenance of the water and sewage system

charge 'fees and exactions', i.e, direct charges or dedications collected on a one-time basis as a condition of an approval being granted by the local government, for a specific business purpose.

utilize impact fees' as an exaction imposed as a precondition for the privilege of developers consuming large tracts of government land for their use

utilize 'lease-purchase agreements' in which a private business leases a facility in the Industrial Park for eventual government ownership over a fixed period

seek supplemental funding from the U.S. Congress for the development of infrastructure for integrated economic development projects, i.e., the small boat and yacht marina and tourism development projects, and for transport sector improvements to support economic development

Responsibility

GOV
DOC

Participants

DLA
ASPA
ASTCA
DPA

Reference

Capital
Improvements
Program Plan
2000

2.4.12 Securing Developable Land

Issue

There is a shortage of available, government land for commercial and light-industrial development on the Island of Tutuila. The Senator Inouye Industrial Park is the only dedicated, large area of land in the Territory set aside for that purpose. It comprises ninety acres of subdivided parcels, of which most are presently in use. There is also general shortage of communal land for large subdivision development, commercial and light-industrial use. Most communal lands are difficult to transform from communal, residential use for commercial purposes.

Securing Developable Land Policy

Maximize the use of government land for commercial and industrial purposes, identify and evaluate potential centers for development, and find an accommodation between communal land ownership and long-term business requirements to use land for commercial and light-industrial purposes

Strategies

Conduct an assessment on how to maximize governmental use of Industrial Park land and parcels, as per section 6.3.4 of Chapter Six, Tualauta County Land Use Plan

identify and assess areas for commercial and retail centers that can be developed in the Tafuna area as per section 6.3.2 of Chapter Six, Tualauta County Land Use Plan

identify where possible permanent sites for tourism development could be located throughout the Territory's islands

reserve the Ili'ili airport road area for light-industrial and airport related development and the safety zone at the end of the extended runway for light-industrial activity as per section 6.2.9 of Chapter Six, Tualauta County Land Use Plan

assess the option to convert a portion of the Lion's Park government residential land area to commercial use for high-density, multi-family residential use and high-density commercial services use

identify vacant communal and free-hold land on Tutuila Island that would be suitable for low-impact commercial activities

evaluate the legal options available and recommend solutions for utilizing communal land for long-term, low-impact commercial use

formulate a land use study in preparation for recommending land use designations in a county plan and commercial zoning of lower Tualatai County

Responsibility

DOC
GOV

Participants

DLA
DLG

Reference

Tualauata
County
Land Use Plan
2001

2.4.13 Revitalizing Agriculture

Issue

Agricultural and livestock production in American Samoa is inadequate to meet the needs of the population. Millions of dollars flow out of the economy due to the importation of a vast majority of foodstuffs consumed. This situation has resulted from a cycle of decline in agriculture production and animal husbandry due to a lack of support for financing at the highest levels of government, a lack of support for extension services, a lack of business acumen and sufficient financial support from lending institutions, a lack of diversified produce to sell in local markets or to export, a lack of marketing knowledge and linkages to markets on and off-island, and the risks that farming presents from the climate and plant and animal disease.

Revitalizing Agriculture Policy

Rally the forces in favor of agricultural development and animal husbandry and develop and implement a plan to uplift agriculture and make agriculture an important sector of the American Samoa economy

Strategies

recruit an Agricultural Economist to lead an economic research program, to write grants and acquire funding, and to lead the department's planning efforts

formulate a Five-Year Agriculture Development Plan in cooperation with DOC for the implementation of local sector economic development initiatives

establish an Agriculture Research Program to screen and test seeds and plants in order to broaden the base of saleable agricultural produce and products

work with the DOC Marketing Manager to create a promotion program and local markets for produce, to link to tourism development, and for export

strengthen agricultural extension programs with legislative lobbying and through cooperation with the ASCC Community and Natural Resources Division

work with DOC/ASCMP and DPW to identify possible farm road development schemes for the uplands of the Eastern and Western Districts and seek funding for the easements, clearing of land, and construction for agricultural expansion

identify funding and construct a Breeding Station to insure the variability and viability of the Territory's breeding stock

identify funding and construct a new quarantine facility and improve upon the quarantine mechanisms and procedures in place

Responsibility

DOA
GOV
Fono

Participants

DOC
ASCC-CNR
DLG
DPW
ASEPA
ASPA
DLA
DPPB

Reference

TGP Issues
Statement
2001
DOA

2.4.14 Upgrading Fisheries Development Capacity

Issue

The local fisheries sector has grown recently on the heels of a rapid increase in deep-sea fishing throughout the Samoa archipelago. The increase in the size of small boats, improvements in fishing gear and techniques, and the ability to sell albacore to the canneries is making deep-sea fishing for tuna a lucrative business. However, there is a limit to the growth of the industry and the limit comes from two primary sources: the sustainable development of the fish stock; and, the infrastructure and on-land systems to support a sustainable, local fisheries industry. At present, there is no clear indication of the carrying capacity of the albacore population in American Samoa waters, and there are no restrictions upon local fishermen to take the fish. However, the infrastructure, including marketing systems, is inadequate to appropriately support the fishermen.

Upgrading Fisheries Development Capacity Policy

Improve the operating arena of the local fishing industry by providing adequate infrastructure and on-shore support facilities and increase the capability to market and sell fish on the local scene and in off-shore markets

Strategies

identify sources of financial lending and methods of developing alliances, coops and partnerships to obtain and maintain a seagoing local fishing fleet

utilize the resources of the Pacific Basin Development Council, the University of Hawaii Research Center and independent fisheries consultants to develop a marketing scheme for local fishermen to sell their catch off-shore

invest in a Malaloa small boat harbor dock expansion capable of handling alias and yachts up to fifty feet in length and provide waterside services

invest in upgrading facilities and equipment at the dockside to expand the recreational and sport fishing business

invest in a small freezer and cold storage facility at the Malaloa wharf to temporarily hold the local fish catch for processing and pre-shipment of fish

invest in a public and private sector fish processing facility to handle and process the local fish catch for marketing overseas

work with the airlines to secure regular and secured space for the shipment of commercial fish to Hawaii and the Mainland United States

devote more local resources for the protection of the Territory's fisheries stock in cooperation with the reconnaissance operations of the U.S. Coast Guard

devote more local resources to purchase fish aggregating devices (FAD)s to improve catch frequency

Responsibility

DOC
DMWR

Participants

PBDC
UH
NMFS
Hawaii Air
DOI/OIA
WPRFMC
USCG
BOH & ANZ

Reference

DMWR

Port Master
Plan 1999
DPA

2.4.15 Re-Inventing Tourism and the Visitor Industry

Issue

Tourism arrivals fell off rapidly from the peak year of 1974 to less than one-third of the nominal arrivals in the mid-1970s by the early 1980s. Visitation numbers have remained low since then. The decline in tourism is a result of exogenous, global factors not under American Samoa's control, e.g., variable periodicity of large-aircraft service, and deteriorating conditions that could have been controlled within the realm of the tourism industry, i.e., deterioration of the Territory's accommodations, a reputation as an unpleasant destination due to teeming, visible trash, a lack of visitor amenities, a lack of recreational activities, un-trained visitor service personnel, inadequate tourism management, and competition from more aggressive islands within the region.

Re-Inventing Tourism Policy

Lead an aggressive campaign to re-invent tourism as an important component of the Territory's economy by embarking upon a broad range of strategies to rectify the conditions that have led to a decrease in tourism visitation and by launching new activities that respond to the trends of contemporary tourism throughout the Pacific Region and globally as well

Strategies

engage a qualified tourism consultant to assess the functions of the Office of Tourism and its mission to determine if restructuring or privatization are necessary actions to lead the revitalization of the Territory's tourism program

establish an 'inter-agency tourism development council' comprising agencies that have an interest in developing 'cultural and historic' tourism, 'ecotourism', 'adventure tourism' and 'educational tourism' to cooperate and coordinate in an overall tourism development package and implementation plan

formulate an 'internal Office of Tourism three-year action plan' to identify personnel, resources and actions to carry out the strategies recommended in this Territorial General Plan

formulate an Ecotourism Plan for the benefit of identifying and developing small businesses in communities and to set a course for promoting small scale tourism on a gradually upward development path to minimize potential cultural and environmental negative impacts

plan the renovation of the Fagatogo - Utulei area, including engaging a tourism planning consultant to recommend future alternative uses of the Rainmaker Hotel, in order to develop the area as a tourism, entertainment and conference center complex

construct or set up a Visitor's Bureau Office to replace the present office in the historic Rainmaker Hotel at Utulei Beach Park

Responsibility

DOC
 GOV
 TPC

Participants

DLG
 DLA
 ASHPO
 CAH
 DMWR
 DOE
 ASCC
 ASPA
 DPW
 Chamber
 Round Table

Reference(s)

5-Year
 Tourism
 Action Plan
 1994

AS Economic
 Advisory
 Commission
 Report
 2001

Tourism Strategies continued

utilize the Marketing Officer to assist the Office of Tourism with developing a marketing campaign for American Samoa

establish a tourism services training program at the American Samoa Community College with the assistance of the University of Hawaii, which includes the establishment of standards of practice and measures of achievement

establish a tourism business and management program at the American Samoa Community College with the assistance of the University of Hawaii

establish a Tourism Development Public Awareness Program to inform the public of the development initiatives on a regular basis

participate with the Department of Agriculture and the Department of Marine and Wildlife Resources to link the sales of fish and agricultural production to the desires of tourist consumption by identifying tourist desires and assisting with the development of an on-island marketing and distribution scheme to serve the tourism industry

implement the executable elements of the 5-Year Tourism Action Plan of 1994 which include:

- : Element 1....Establish a quasi-independent Tourism Authority
- : Element 3B...Implement a system of cooperative control of quality standards
- : Element 4:.....Adopt revenue measures to implement portions of the 5-Year Tourism Action Plan
- : Element 5:.....D through I, Develop tourism related facilities (done in accordance with agency plans)
- : Element 6:.....A through E, Design and implement targeted marketing programs
- : Element 8:.....A through E, Provide better information for tourists and promote Public awareness
- : Element 9:.....A and B, Adopt measures to increase air service levels, and work with Federal authorities to remove cabatoge regulations
- : Element 10...A through C, Establish regional Linkages
- : Element 11...A through E, Implement new system for tourism data collection and analysis

5-Year
Tourism
Action Plan
1994

2.4.16 Air and Sea Transport

2.4.16.1 Seaports and Shipping

Issue

The main port is congested with ships backed up and waiting to unload. Population growth and increased fishing activities have led to increased and conflicting demands on the wharf and for limited land in the harbor area. Port facilities are outdated and have significantly deteriorated because of a lack of financial resources for maintenance and upgrades. The port collects revenue in excess of \$4.0 million per year. About two-thirds of the revenue is returned to the General Fund, leaving the port without enough funding to make significant improvements. These problems, the short supply of capital improvements funding and low port tariffs are making the port an inefficient and costly operation.

Main Port Economic Development Policy

Make the port an efficiently run organization capable of supporting the growing demands of the shipping industry and supporting the local economy by restructuring the port as an autonomous Port Authority and by giving it full control over its development policies and financial management

Strategies

enact legislation to transform the Department of Port Administration into a Port Authority with full control over its financial management

take administrative actions to include a comprehensive review and analysis leading to the revision of the tariff schedule to increase revenues

use a portion of the increased revenues to employ qualified mechanics, engineers, pilots and certified captains and boat operators

assess the potential for using bond funding to acquire additional financial support to improve the port's facilities, upgrade equipment and construct new facilities

engage a consultant to identify how the port can be made more attractive to economic development from outside sources and to propose new initiatives

launch a lobbying campaign at the U.S. Congress for supplemental funding to construct a new container yard at the canneries to relieve the service load at the main wharf, and to build a new inter-island ferry and cruise ship access wharf as defined in the Port Master Plan

work with the West Harbor Urban Renewal Program Committee to realize increased efficiency of port operations and on-shore transport movements relative to the comprehensive design for the Fagatogo-Pago Pago shoreline

Responsibility

DPA
GOV

Participants

DOC
WHURP
DOI
DT

Reference

Port
Master Plan
2000

2.4.16.2 Airports

Issue

The Pago Pago International Airport now has a 10,000 foot runway capable of receiving the largest of aircraft for passenger and cargo flights. While the airfield has recently been improved, other facilities at the airport are deteriorating. The terminal complex is meant to be replaced, but there are no Capital Improvement Program funds for the purpose. The primary problem with the airports is now the ability to find funding to finance the needed improvements. The Pago Pago International Airport receives no capital improvements funding and the Federal Aviation Administration (FAA) requires a ten percent match on projects costing over \$2.0 million dollars. Presently the airport relies upon the Passenger Facility Charge (PFC) for making improvements. These funds are not sufficient to run the airport and the airport constantly runs a deficit in the area of \$500,000 per year. In addition, the airport has a deficit burden of \$1.0 million dollars in matching funds owed to the FAA. In order to raise the funding, passenger throughput must be raised to a level where it can make advantageous changes. In order to move more passengers through the airport, there needs to be reason for passengers to come to American Samoa. When passengers arrive, they want to find a modern airport with the ability to service them properly and efficiently.

Airports Financing Policy

Identify fiscal policies and strategies to boost the revenues of the airports and transform the airports into an autonomous Airport Authority and give the authority full control over its development policies and financial management

Strategies

establish a financial management plan to cover current operating costs, to recover debt, and to meet the matching requirements for FAA grant awards

implement a cost containment program, including a staffing plan to reduce the number of employees

raise landing fees that are artificially low for the Manu'a flights in order to boost revenues and pay for improvements at the T'a'u and Of'u airports

evaluate the best use of its off-airfield land parallel to the Ili'ili road in terms of maximizing revenue from future lease fees

balance the budget and create an Airport Authority to manage the airports independently of government supervision

issue non-taxable revenue bonds to improve the facilities at the airport and pay the interest and principal from earnings of the Ili'ili road leases

Responsibility

DPA
GOV

Participants

DOC
DLA
DT

Reference(s)

Pago Pago
International
Airport Master
Plan
1996

Initial Fiscal
Reform Plan
2001

2.4.17 Utilities and Energy

2.4.17.1 America Samoa Power Authority

Issue

The American Samoa Power Authority (ASPA) is experiencing problems with meeting its financial obligations. The reasons for the problem include: the elimination of the Wastewater Division's annual subsidy from the government; fees and charges for collection and disposal of the Solid Waste Division which do not meet its expenses; and a cash flow crisis caused by 1) purchase of large capital items out of its electricity revenues, 2) poor cash collections from the American Samoa Government for its electricity bills, 3) for operating the Solid Waste and the Wastewater Divisions at a loss, and 4) for insufficient performance at collecting charges from customers.

Utilities Financing Policy

Apply reasonable financing measures to recover the costs of utility operations and to secure capital funding to replace and construct utility infrastructure for a sustainable system

Strategies

Apply a water rates review, which would include wastewater rates, and increase rate collection to meet a 'break even' level of revenue

Include depreciation and the cost of matching funds for construction in the calculation of new collection fees for the electrical system, and increase fees to meet operating expenses

implement conservation measures to work towards financial sustainability

initiate a process to recover late payments and delinquent collections

secure loans from alternative sources, as the Rural Utility Service of the U.S Department of Agriculture

investigate the issuance of revenue bonds to apply toward construction and the purchase of capital equipment

investigate opportunities for applying special assessments to industrial firms

Responsibility
ASPA

Reference
ASPA

2.4.17.2 Telecommunications

Issue

The American Samoa Telecommunications Authority (ASTCA) has been able to keep up with technological changes in the telecommunications business and provide the Territory with good telecommunication services. ASTCA's primary problem, as with most government agencies, is the inability to recruit and retain qualified technical and engineering specialists and to have current employees skills updated. Low wages, compared to the U.S. Mainland and insufficient budgets for operations are the main factor involved. Secondly, ASTCA is facing a dilemma which will have to play itself out. It involves technological and service arrangements in the national and global telecommunications market, the Territory's desire to link to the North American Plan for access as national interchange, and the Territory's interest in joining in the Federal Bureau of Investigations telecommunications surveillance program. All three options would eventually cost millions of dollars that ASTCA is presently unable to afford. The last would cause American Samoa to abrogate some of its unincorporated Territorial rights for Federal cooperation.

**Telecommunications
 Finance
 Policy**

Improve the capability of the American Samoa Telecommunications Authority to render its services effectively and efficiently and afford the Authority the capability to adjust to changes in the national and global markets

Strategies

provide ASTCA with additional funding to be able to recruit and maintain technical and engineering staff

provide ASTCA with additional funding to be able to obtain technical assistance to train local technical staff and upgrade their skills

utilize the American Samoa Community College to provide a customer service training program which includes attitudinal and motivation instruction

utilize the Department of Legal Affairs to assist with the analysis of legal issues associated with joining national markets and affiliation with Federal programs

Responsibility
 ASTCA
 GOV

Participants
 DLA

2.4.17.3 Energy

American Samoa is not using alternative energy and not presently experimenting with alternative forms of energy. The Territory and the economy is fundamentally dependent upon fossil fuel for electrical generation and upon the regular supply of diesel oil to fire its electrical generators. In the event of fuel shortages, the Territory could be very susceptible to fuel supply disruptions. There are several options for producing energy in the Territory, however, empirical studies need to

be conducted to determine their feasibility. These options include solar, wind, wave and ocean thermal energy conversion (OTEC).

The second problem facing the Territory and the economy is one of efficient energy usage. There needs to be better public awareness of the need to conserve energy and to use energy efficiently. Many of the products imported into Territory are not energy efficient. The high cost of importing U.S. energy efficient components is countered by retailers opting to supply inexpensive appliances that are the least efficient and do not save energy.

**Energy Efficiency
and Alternative
Energy Policy**

Grow and sustain an interest in energy efficiency and renewable energy, identify viable energy supply alternatives that reduce dependence upon outside sources of energy, and increase the availability and affordability of energy efficient products

Strategies

become more involved in regional programs to take advantage of orientation programs and planning for energy efficient solutions

integrate energy efficiency and environmental preservation programs, including solid waste disposal, to capitalize on resources that might be shared

conduct a solar energy feasibility study, a wave energy resource study and an ocean thermal energy conversion (OTEC) feasibility study

conduct a waste to energy resource study incorporating the need to dispose of organic and non-organic materials

conduct a distributed generation energy study to determine the impact private distributed energy could hold for the future needs of the Territory

develop an energy and environment section in the public libraries to raise public awareness of energy issues

provide local workshops for training in all aspects of design and construction of energy efficient structures

write, approve and adopt appliance standards for government purchases

make an accommodation on the import duty for energy efficient products that meet or exceed Energy Star performance criteria

Responsibility
TEO

Participants
ASCC
ASPA
OP
TOFR
NOAA
FAA
DLA

Reference
Rebuild
American
Samoa
Partnership
Action Plan
2000-2005
TEO
2000

2.4.18 E-Commerce

2.4.18.1 DELTA Consortium (*Distance Education, Learning & Telehealth Applications*) and Private Sector Interests

Issue

This is a new area of focus for economic development within the Territory, and is to serve to expand opportunities for internet-based businesses in primarily the service industry. It is based on the expansion of the infrastructure needed to operate internet-based businesses, such as fiber optic access lines, satellite dishes and internet service providers. Part of the infrastructure picture is also creating a employee base to support this industry. The Territory is in need of diversifying its economic base and developing higher paying skilled jobs in sustainable industries.

E-Commerce
Policy

Develop necessary infrastructure to sustain the development of a viable internet service, train local work force in e-Commerce skills, identify viable business opportunities for enterprises that expand the local job market and reduce dependence on a few industries and government.

Strategies

establish and fund Information and Communication Technology (ICT) business attraction, marketing assistance and business development organizations.

cultivate public-private partnerships and assist start-ups that expand local business opportunities and create skilled local jobs.

develop self-sustaining ICT Business Incubation Facility(s) providing equipment and training in internet-based business activity.

develop an Information Technology (IT) Education and Training Program at local schools and the community college (ASCC) providing academic credits and professional certification in computer/networking applications.

seek continued federal funding to augment the Territory's resources for investment in capital improvements, systems management and labor force training and development.

support private sector interests, the DELTA Consortium and the Pacific eCommerce Development Corporation (eCDC) [a cooperative venture] to facilitate facility development, project funding and comprehensive development of the e-Commerce industry.

Responsibility

DELTA Consortium
eCDC

Participants

ASCC, ASPA, DOE, ASTCA, DOC, Retirement Fund, Chamber of Commerce & private sector interests

Reference

Strategic Plan for e-Commerce and Information Technology Development in American Samoa [DELTA/ASPA/Pacific eCDC]

Comprehensive Economic Development Strategy (CEDs) 2003" [DOC]

Transforming the Economy of American Samoa [ASEAC]

* Section revised [2/4/04 - DOCCjs]

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